



THE ROCKEFELLER UNIVERSITY

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JOSHUA LEDERBERG

PRESIDENT

February 28, 1985

Dr. Arnold O. Beckman
Chairman of the Board
Beckman Instruments
P.O. Box C-19600
Irvine, California 92713

Dear Arnold:

I am sending a copy of this message to Dr. Robert Kahn at the Defense Advanced Projects Agency, as a start in closing the communications loop. I am urging him to call you to discuss his own ideas on the need for new instruments to satisfy national needs in civil technology development. They may well mesh with the concepts you are developing at Irvine. In any event I would strongly commend Dr. Kahn to you as a potential director of the effort, and am sure you would enjoy meeting him.

Realizing that many of these ideas are still quite fluid, please let me summarize my understanding of the gist of the project, plus some particular ramifications that in my own view would enhance its feasibility.

As you and Donald Bren formulate it, the Irvine trust would dedicate some 300 acres to a technology park, especially devoted to enhancing the industrial-academic interface. It would embrace a major conference center, might even be a western headquarters for entities like the National Academy of Sciences. The trust is also considering a fund of some \$100 MM that might be used to sponsor projects in the window between academe and commerce, carrying on further development to aid in their adoption by specific industrial sponsors. The park would also be a seat for startup companies (and I can imagine you have some venture capital participation in mind there, perhaps with real estate as your form of investment). It would also provide support services, including support for marketing and licensing, and legal work need in support of patent applications.

You are also interested in involving a prestigious university like Caltech or UC. I am less clear exactly what role the university would play as a corporate entity. Its involvement would however be an encouragement to faculty to make use of the 'incubator facilities' of the park as a means of promoting their own inventions.

My own comments have mainly to do with the last point. I doubt that the products of any single university will keep the park occupied: it

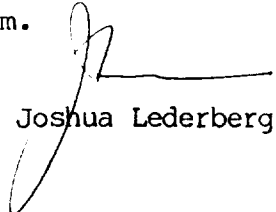
will mostly have to have its own steam, and collect other inputs on a national, not a local basis. SRI would be miniscule if it were processing only the inventions from Stanford University; nevertheless a MODEST incubator would be of great help to a NEARBY institution.

That raises the second point: Irvine is just too far away from Caltech — timewise it is not much more than NYC to Philadelphia — to be a comfortable option for a professor busy with classes and his own research to internalize as part of his daily routine. Here in NYC, we feel that the Audubon Park that Columbia Medical School is putting up at W. 168 St will be of marginal benefit to us here at E. 68 for the same reason.

The answer to that would be if the Irvine Center were the seat of unique specialized facilities, hardware available nowhere else, that would vastly increase the efficiency of certain R&D efforts. As I mentioned to you, automation systems for DNA and protein synthesis are badly needed examples. Even there, a more effective location would be closer to an academic center like Caltech to provide expert guidance on design and operation; but that preference would be surmounted by the enthusiasm and financial support that is evidently locked into the Irvine location. Needless to say, that would have as its most important synergism Beckman Instruments itself! But I gather you have been thinking of moving away from that site a/c cost — if that is true, you may have to plug that into your analysis of what will be cost-effective in the new park.

I am sure I do not have this all exactly straight, and would be pleased to get more authentic detail on how the project is moving, and to be helpful to you in any other way possible.

We are moving right along on the organization of the program for April 12. I have also talked to Dr. Roeder, and he would be deeply pleased and honored to be the first Arnold and Mabel Beckman Professor at this university. I look forward to your meeting him at our dinner April 11, and am sure you will soon be imbued with the same affection and respect we all here have for him.



Joshua Lederberg

bc: RWN
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